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AIR WAR COLLEGE

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<http://www.maxwell.af.mil/au/awc/awchome.htm>

Mission: *To educate senior officers to lead at the strategic level in the development and employment of air and space forces, including joint, combined, and coalition operations, in support of national security.*

The War Department established the Air War College (AWC) in 1946 at Maxwell Field, Alabama, and the college has operated continuously since that time except for a period of six months during the Korean conflict. The student body consists of a select group of senior military officers and civilians with diverse backgrounds who are brought together for 10 months of graduate-level study.

Goals: Conduct a rigorous educational program that emphasizes leadership of air, space, and information capabilities and their applications in joint, combined, and coalition military environments. Consequently, the program contributes to the professional development and motivation of senior officers. The AWC course of study broadens the graduates' understanding of and refines their ability to analyze and articulate

- the values, attitudes, and ethical factors essential to the professional officer;
- the functions, special requirements, and challenges of command, leadership, and management of large, complex organizations specific to senior leaders;
- current and future threats to the United States and its allies, and then develop alternative military employment concepts and capabilities appropriate to counter those threats;
- national and military strategies through the study of history, and then formulate and evaluate military strategies appropriate for current and anticipated situations;
- the command and control of air and space power across the full spectrum of conflict at the theater level of operations in support of US national security objectives;
- the role of national space power as derived from synergy among the four components of the US space program (civil, commercial, national security, and military);

- the evolutionary development and utility of the military doctrines of the United States and other major world powers;
- US national security strategy and the process of formulating and implementing that strategy; and,
- contemporary international and national security environments and their influence on US security interests and on the formulation of national security policy.

Fulfillment of the mission of AWC presents a dual challenge—academic and professional. To meet these challenges, the school develops the knowledge, skills, and attitudes significant to the profession of arms with emphasis on air and space power and its application in joint, combined, and coalition operations. The senior AF professional school, AWC annually educates approximately 265 resident and 3,800 nonresident students from all US military services, federal agencies, and 45 other nations.

AWC is comprised of a command section, two academic directorates (academic affairs and nonresident studies), and two support directorates (students operations and operational support). Within the academic affairs directorate, the resident program curriculum is developed and delivered through three academic departments—Leadership and Ethics, Warfighting, and Strategy and International Security. Additional support comes from two research centers, the USAF Counterproliferation Center and the Air University Center for Strategy and Technology, that are separate from but integral to AWC; they offer elective courses and provide enhanced research opportunities to resident students.

The college is authorized 75 faculty positions: 45 military and 30 civilian positions. Of the 45 military faculty positions, seven are full-time representatives of the other US military departments. In addition, seven Air University advisors assigned to AU are available to teach the core curriculum and advise at AWC. These advisors represent the US Army, US Navy, US Marine Corps, German Air Force, Royal Air Force, Central Intelligence Agency, and Department of State.

Resident Program

The AWC resident program consists of one class for each 10-month academic year. The class membership includes persons from each US military service, employees of selected civilian agencies of the federal government, and officers from the international community of nations.

Prerequisites and Selection

The Central Senior Service School Selection Board, Headquarters USAF, chooses AF officers who have demonstrated an outstanding potential for senior command and staff positions to attend AWC. Lieutenant colonels and colonels—or the equivalent in Navy rank or civil service grades—are eligible to attend AWC. Additionally, officers from the US Air Force Reserves (AFRES), Air National Guard (ANG), and other US military services, select international officers, and US federal civilians may attend. The *Air Force Education and Training Course Announcements (ETCA)*, formerly Air Force Catalog 36-2223, *USAF Formal Schools*, provides additional information.

Master's Degree Admission Requirements and Procedures

In 1999 Congress granted the AU commander the authority to confer the master of strategic studies degree upon graduates of AWC who fulfill the requirements for that degree. To be admitted to the master's degree program, an individual must be selected to attend the AWC resident program and either hold a qualifying undergraduate degree (US bachelor's degree or its equivalent) or meet admission requirements through the portfolio admission process.

Those interested in pursuing the master's degree must submit the following information to the AU Registrar to assess eligibility:

I. Proof of Academic Capability

Proof of academic capability may be established through the following:

A. Transcript(s)

Individuals with bachelor's/equivalent degree(s) and/or advanced degree(s) are responsible for the following:

- i. Air Force active duty, Guard, and Reserve officers will have their degree status verified by the AU Registrar through AFIT without action on their part.
- ii. Sister service and civilian students will have their official transcripts sent to the AU Registrar, 60 Shumacher Ave, Maxwell AFB, AL 36112.
- iii. Other individuals selected to attend AWC must provide the following to the AU Registrar:
 1. Transcripts of bachelor's/equivalent degree(s) and/or an advanced degree(s) in languages other than English that have undergone a document-by-document evaluation of the academic records by an independent foreign credentials evaluation service that is a member of the National

Association of Credentials Evaluation Services (NACES) or the Association of International Credential Evaluators (AICE) to determine if the records are equivalent to a US four-year bachelor's degree.

- a. Applications for this process are available from the AU Registrar.
- b. When requesting one of these services to evaluate one's transcript(s), the individual should state the reason as "further education" or "admissions requirement for master's degree program."
- c. Individual's seeking admission to the master's degree program is responsible for the costs associated with the transcript evaluation.
- d. A copy of the evaluation must be mailed to the AU Registrar.

B. Portfolio

Air War College provides a portfolio option to those, wishing to apply to the Master of Strategic Studies Degree Program, who do not possess a bachelor's or equivalent degree.

Those seeking to be admitted to the degree program using this option must submit their portfolios to the admissions committee through the AU Registrar. The committee will evaluate each applicant on his or her own merit to determine if the person's "preparation" is judged adequate for the rigors of the Master of Strategic Studies Degree Program.

Minimally, the portfolio should contain as much information as necessary to demonstrate one's professional and educational history to include:

- i. Official evidence of all completed college, university and/or professional school coursework evaluated by an independent foreign credentials service (see transcripts above)
- ii. Copies of certificates and diplomas evaluated by an independent foreign credentials service (see transcripts above)
- iii. Detailed description of professional work including a current resume and, if appropriate, work relevant evaluations

- iv. Letters of recommendation from at least (1) someone who holds a terminal degree, (2) a past or present supervisor, and (3) a personal reference attesting to your capacity to complete a graduate degree program
- v. Program brochures, catalog pages and/or descriptions as necessary to support these accomplishments.

II. Proof of English Language Proficiency

- A. Individuals applying for admission to the Master of Strategic Studies Degree from countries where the official language is English are not required to take the Test of English as a Foreign Language (TOEFL).
- B. Individuals who have completed a degree in the US during the past three years are not required to take the TOEFL.
- C. Individuals from countries where the official language is not English achieve an acceptable score on the TOEFL to be admitted to the master's degree program.
 - i. The individual is responsible for the cost of this test.
 - ii. When taking the TOEFL, an individual must select Air University as the Institution Code (9069) so the official score will be sent to the AU Registrar.
 - iii. The minimum acceptable score for unconditional admission to the master's degree program is 540 for the paper-based test or 207 for the computer-based test. The minimum acceptable score for conditional admission is 500 for the paper-based test or 173 for the computer-based test.
 - iv. Students admitted conditionally must retake the TOEFL after beginning AWC classes but before the end of the fall term.
 - v. A faculty committee must evaluate the academic progress of any student who does not achieve the minimum acceptable score for unconditional admission on the retest to determine whether or not he or she will be allowed to continue in the degree program.

Students not having a baccalaureate degree, not admitted through the portfolio process, not making the minimum TOEFL score, or not admitted at the end of the fall term by the faculty committee with a conditional score, will be allowed to attend AWC and will, upon graduation, receive the AWC diploma but will not be awarded the master's degree.

Graduation Requirements

1. In order to receive the AWC Master in Strategic Studies degree, a fully admitted student must complete the following with a cumulative GPA of at least 3.0:
 - a. the core curriculum,
 - b. four 6000 series electives, and
 - c. the Professional Studies Paper
2. In order to receive the AWC Senior Service School credit and the Joint Professional Military Education (JPME) Phase 1 certification (the latter applicable to US military students only), a student must complete the following with a cumulative GPA of at least 3.0:
 - a. the AWC Master of Strategic Studies degree curriculum,
 - b. the Regional Studies Program (for US students) or the Field Studies Program (for international officers) with a minimum passing grade of B-, and
 - c. participate in other scheduled AWC programs such as the culminating wargame, National Security Forum, Executive Wellness, and Commandant's Lecture Series.
3. Students not meeting the requirements stated above but meeting attendance standards for program attendance may receive a certificate of attendance that does not include a master's degree, senior service school credit, or JPME Phase I certification.

AWC Resident Curriculum Summary

Course Title	Semester Hours
DFL 6200, Leadership and Ethics	3
ISS 6300, International Security Studies	5
SDA 6400, Strategy, Doctrine, and Airpower	6
DFW 6500, Warfighting	7
EL 6100, Professional Studies Paper	3
Four EL series, Core Electives Program	8
TOTAL	32

NOTE: The Regional Studies Program or International Officer Field Studies, Executive Wellness, Solo Challenge Wargame, National Security

Forum (NSF), and Commandant's Lecture Series are required for those completing the degree or diploma program. Semester hours are associated with the Regional Studies course but those hours do not count toward the degree.

Grades. For designated courses or programs, students receive letter grades in each evaluated area. Grade point values are assigned to each letter grade for grade point average (GPA) determination based on the following scale:

A	4.0	B	3.0	C	2.0	F	0
A-	3.7	B-	2.7	C-	1.7	Pass	0
B+	3.3	C+	2.3	D	1.0	Fail	0

To pass a course in the master's degree program or the diploma program, students must receive a final course grade of B- or above in each course attempted.

Pass/Fail. Requirements not designated for letter grade assignment will receive a "Pass" or "Fail" designation upon completion of the evaluated requirement. Pass is considered fully satisfactory performance. Grades of Pass/Fail will not be used in computing the GPA.

Core Curriculum

The core curriculum consists of four major areas: leadership and ethics; international security studies; strategy, doctrine, and airpower; and war fighting.

Resident Program Course Descriptions

The AWC resident curriculum consists of the following course offerings by the Departments of Leadership and Ethics (DFL); Strategy and International Security (DFS); and War fighting (DFW).

DFL 6200, Leadership and Ethics

3 semester hours

The Department of Leadership and Ethics educates students in the skills needed to move from tactical leadership levels to strategic leadership. The course is based on two key assumptions: first, students are already successful leaders, but the challenges they will face in the future will be significantly different from those they faced in the past; and second, students can significantly improve their development in areas vital to success as strategic leaders. The focus is on helping students develop the vision, conceptual

capacity, critical thinking, creativity, communication skills, command, and moral values to meet the challenges of a rapidly changing environment. The program includes a detailed assessment of each student's personal leadership development to help build a conceptual framework and plan for lifelong personal growth.

ISS 6300, International Security Studies **5 semester hours**

International Security Studies analyzes the development and implementation of US national security. The purpose of the course is to educate senior officers on the development and implementation of national security strategy.

The first half of the course, *National Security and Decision Making*, analyzes alternative US strategies for achieving national security in today's world and the process by which such strategies are developed.

The second half of the course, *Global Security*, surveys the current international environment and examines the roles national, nonstate, and regional actors play in shaping the global environment.

This course prepares students to articulate the national, regional, and international security issues shaping the global environment. It also seeks to help them understand and be prepared to participate in the US government's policy process. Students should be able to develop strategies for coping with challenges in the international arena and to assess alternative approaches to national security considering all elements of state power, including political, economic, cultural, and military.

SDA 6400, Strategy, Doctrine, and Airpower **6 semester hours**

The Strategy, Doctrine, and Airpower Course instills in students an understanding of the roles of strategy, doctrine, and the employment of aerospace power in national security. The course builds on the following assumptions. First, the writings of classical military thinkers provide a sound framework for the development of strategy. Second, strategy and doctrine are inextricably linked in the securing of national policy goals, and an understanding of both is critical for the senior leader. Finally, wars test the validity of specific strategies and doctrines with important lessons for the leaders of today and tomorrow. With these assumptions in mind, the course uses history—particularly the history of air and space power—as a vehicle for developing an understanding of air and

space forces employment in support of national security today and in the future.

DFW 6500, Warfighting

7 semester hours

War fighting prepares senior officers to develop, lead, and employ the world's best air & space forces at the strategic and operational levels in joint, combined, or coalition environments in support of the National Military Strategy. Special emphasis is placed on command and control of theater-level operations; strategic implications of emerging technologies and capabilities; future threats, asymmetric to US experience and expectations; "Red Team" perspective. The purpose is to permit agile, proactive, and future-focused USAF strategic planning for Air, Space, and Information superiority. Specifically, DFW accomplishes the following objectives:

- Comprehend how to employ air & space power at the theater/combatant command level in a joint, combined, and coalition environment.
- Comprehend the issues associated with USAF future force structure, force employment, and Joint Vision 2020.
- Comprehend sister services' visions and capabilities.
- Comprehend the emerging opposition capabilities and concepts of operation.

Core Electives Program

The Core Electives Program has two major objectives:

1. Enhance and complement the core curriculum by providing students with opportunities to achieve greater depth and breadth of understanding in issues of special interest.
2. Provide the AWC curriculum with the flexibility to adapt quickly to changes in the international and domestic security environments.

Core Electives Requirements: All students must complete four electives (in addition to other requirements) in order to graduate. The three teaching departments of Leadership (6200-series), Strategy and International Security (6400-series), and Warfighting (6500-series) sponsor all electives.

"English as a Second Language" (EL 1710), taught by the International Officers School for selected international officers only, provides intensive work in the English language. Because EL

1710 is not a graduate-level course, it does not count as one of the four electives required for a master's degree.

EL 6121, 6122, 6123 Directed Study **2 semester hours**

Students interested in intensive work on a particular topic can develop, with a faculty member, a research proposal and reading list designed to give them an in-depth understanding of the subject. Enrollment is limited and requires approval of the Associate Dean of Academic Programs (DFX).

AY04 Leadership Electives

EL 6210 Art of Command **2 semester hours**

Many AWC students have served as squadron commanders. After graduation, command at the group level and higher will promise even greater challenges than those encountered at the unit level. What skills and attitudes are required to command at group level and above? How do personality, unit mission, situation, and other variables affect command? What can we learn from the lives and careers of previous great commanders? Are the qualities and skills required to be an effective air commander different from those required to be an effective ground or sea commander? What staff agencies are available to assist the commander? This course will address these questions.

EL 6211 Command and Conscience **2 semester hours**

The late S. L. A. Marshall contended, "respect for the reign of law, as that term is understood in the U.S., is expected to follow the flag wherever it goes." The main safeguard against lawlessness and hooliganism in any armed body is the integrity of its officers. In a prudent and practical manner, this course will examine a variety of topics of immediate professional concern to the commander. How does today's leader resolve the tension inherent in the occasional clash of command responsibility and ethical imperative? To whom or to what does the leader owe the highest loyalty—to his superior, the Constitution, or his religious and philosophical judgments? Which has priority—mission or men? If integrity is—as it must be—the heart of the officer corps, it must first be examined before it can be assimilated. This course, then, inquires into the nature of military integrity.

EL 6215 Leadership Case Studies **2 semester hours**

Students will examine actual leadership situations that have confronted senior leaders in today's military. Taken from real life,

the case studies review ethical, legal, managerial, organizational, and general leadership dilemmas that may challenge the modern military leader. The course is intended to help prepare students to command large organizations and to address the types of problems they may encounter as senior officers on a joint or service staff. Reading will consist of case studies and appropriate background material. Each student will be required to prepare a one-page introspective paper and a comprehensive case study.

EL 6216 Leadership in the 21st Century **2 semester hours**

What is different about the future that leaders must prepare for? This course examines a wide variety of topics to help leaders develop the skills they need to succeed in the future. Lessons cover demographics of followers, trends in society, technology, innovation, leadership practices in industry, public affairs, leading change, and future organizations. Students will meet face-to-face with leaders serving at the group, wing, and general officer levels.

EL 6228 Inside the Heads of Friends and Foes: Cross-Cultural Competencies for Strategic Leaders **2 semester hours**

This course is about human behavior. It is anchored in the behavioral sciences, particularly cultural anthropology, and is designed to allow students to see behavior—and the ideas that underlie that behavior—through the filters of other cultures. More specifically, this course is about cross-cultural leadership—about the competencies required to motivate (or compel) others in a peculiar kind of leadership—the kind that generally is required of senior leaders in large, relatively diverse organizations. The basic approach of the course emphasizes in-class discussion of presentations and assigned reading materials. The faculty instructor and other subject matter experts will offer presentations, including panel discussions. The course also requires students to conduct primary social science research and share their findings with the class.

EL 6230 Commander and the Law **2 semester hours**

This course will examine legal issues that arise at the group and wing commander level with a focus on expeditionary operations.

EL 6231 Commander and the Media **2 semester hours**

Because the mass media continues to have an ever-increasing influence in American society, you, as a senior military or civilian government leader, must have a grasp of today's news business and the interview process. The underlying premise of this course is that DOD stands to benefit from effective communication with its many audiences via the news media. We have two principal goals

to achieve: (1) to assist you in better understanding the sometimes difficult relationship between the military and the news media and (2) to develop specific tools and techniques to effectively engage the news media. We will strive to better understand today's news business and break down some of the mystique that often surrounds the news media. At AU Television you will learn a variety of practical methods to control interview situations and get your messages across to the public. Guest media representatives and visits to media outlets, to include CNN in Atlanta, are included in this course.

EL 6233 Morality and Contemporary Warfare **2 semester hours**

This course examines the increasingly complex issues surrounding the application of military force in the twenty-first century. The GWOT, the proliferation of WMD, the asymmetric nature of war as it is waged in a world of failed states, rogue regimes, coalitions of terrorist organizations, and increasingly fuzzy borders among nations and economies all contribute to a need to reassess the justification of military action (*jus ad bellum*) and the inherent dangers associated with the application of force (*jus in bello*). In addition, the growing concern over potential ethnic wars and the need for humanitarian intervention increase the need for careful reflection on the part of senior military leaders in preparation for their roles in leading the armed forces.

EL 6234 Leading Change **2 semester hours**

Senior leaders in the twenty-first century will almost certainly be expected to manage significant change—both for themselves and their organizations. In fact, the entire concept of “transformation” is about change. Yet however attractively it is packaged, individuals tend to fear change and organizations tend to resist it, making management of change one of the most difficult leadership competencies. This course examines what goes on inside the heads of individuals and within the culture of organizations to accept or resist change. Using the best available scholarship and case studies, the course examines examples of successful change, allowing students to develop the intellectual tools necessary for the mediation of change.

AY04 Strategy and International Security Electives

EL 6410 Congress and the Military **2 semester hours**

This course examines the organization of the Congress, the structure of the DOD in working with Congress, the legislative environment in which these two organizations operate, and the

practical situations in which they interface. It includes case studies of effective and ineffective ways the military has engaged with Congress, visits from Congressional staffers, a trip to Capitol Hill, and an examination of the President's Budget. The course schedule varies based on the Congressional calendar.

EL 6411 Negotiation Skills for Strategic Leaders 2 semester hours

This course will develop skills necessary to successfully negotiate conflict resolution, treaties between countries, coalitions of forces, budgets between services, and memorandums of understanding between agencies. Considerations will be given to cross cultural factors, time constraints, negotiation styles and strategies, and profiling of involved parties. Topics to be covered will include logical analysis, group problem solving, conflict management, and methods of persuasion.

EL 6412 Air War in the Pacific 2 semester hours

This course covers the development of the air war within the framework of the joint war-fighting effort across the vast expanse of the Pacific Ocean Areas. It begins with Japan's full-scale war of aggression in China in 1937 and continues through the attack on Pearl Harbor to the Trans-Pacific War. The focus of the course will be on the relationship between strategy and airpower in a series of joint theaters of war—the South Pacific, the Southwest Pacific, the Central Pacific, and the North Pacific—with some examination of the China and India-Burma theaters in the war against the Japanese Empire. We will examine the joint command structures, the relationship between carrier and naval land-based air assets, the Army Air Forces' role in this war, and the Japanese side of war to the extent possible. There is a requirement for students to look at original records in the Air Force Historical Research Agency.

**EL 6415 Airpower Theory, Doctrine, and Strategy,
1910–1945 2 semester hours**

This course will examine the development of the theories, doctrines, and associated strategies of the employment of airpower in war from the beginning of flight through the formative era and into the nuclear age. We will start with the advent of the airplane, but the focus will be upon the men and ideas that gave rise to the earliest theories about the use of aircraft in warfare. The course thus examines the development of the earliest strategic uses of airpower and moves into the origins and sources of doctrines for the employment of airpower.

EL 6416 Airpower Theory, Doctrine, and Strategy, 1945–Present **2 semester hours**

This course studies changes in theory and doctrine from 1945 to the present. It stresses the complex nature of strategic requirements and the strengths and limitations of doctrinal and technological adaptations to change.

EL 6417 American Civil War **2 semester hours**

Using the experience of the American Civil War, this course analyzes the relationship between national objectives and the implementation of national and theater military strategy. It highlights the causes of the war; the dynamics of crisis periods; escalation of national objectives; the level, scope, and intensity of violence from limited conflict to total war; and war termination.

EL 6418 Coalition Warfare **2 semester hours**

This course examines the history of coalitions and the evolution of coalition warfare during the past three centuries. The course starts with an overview of the importance of coalitions in modern warfare and proceeds to scrutinize several specific coalitions from different eras. These include the Triple Alliance of 1756 (formed to defeat Frederick the Great's Prussia), the numerous coalitions created between 1796 and 1815 to fight Napoléon's France, the Allied and Central Powers' coalitions of the First World War, the Axis Powers' coalition of the Second World War, and the American-led coalition during Operations Desert Shield/Desert Storm. The course concludes with a discussion of effective coalition building for the security of the United States in the twenty-first century.

EL 6424 The American Aerospace Industry **2 semester hours**

This course examines the relationship between the U.S. military and the American aerospace industry, from its beginnings in World War I to the challenges posed by globalization, industry restructuring, and export control policy today. In the US the emergence of arms exports as "big business" has its origins in the 1969 Nixon Doctrine and the 1971 creation of the Defense Security Assistance Agency. The course considers military transports, commercial airliners, and space and missile systems, but its primary focus is on technological development of fighters and the politics behind military bomber development. Student case study presentations on such systems as the CV-22, F-16, and JDAM provide an opportunity for additional analysis and lessons learned.

EL 6428 Intelligence (Classified, US Personnel) 2 semester hours

Intelligence—accurate and timely information about unfolding world events and international concerns or threats—is crucial to the successful conduct of US foreign policy. In the post–Cold War period, the United States may exercise even greater influence in international affairs than it did previously. Yet the dynamics of international relations are more complex and the perception of threats to US interests may be less obvious. While US policy makers will continue to rely on intelligence to make judgments and decisions, the role of intelligence—with its need for secrecy and occasionally extra-legal activities—presents many dilemmas for a democratic society.

EL 6431 Security in the Americas 2 semester hours

This course focuses upon the post–Cold War security environment in the Americas and will explore the security challenges with which regional authorities are now grappling. Regional and subregional concerns and perspectives will be addressed. Specific issues to be examined include regional and subregional security architecture and proposals for change, narco-terrorism and narco-trafficking, insurgency, border tensions, crime, combined operations, confidence-building measures, peacekeeping, methods of conflict resolution, and mil-to-mil relations.

EL 6432 Challenges in Technology Management 2 semester hours

Can we get it faster or cheaper? The technological advantages that make American combat forces the world’s best are no accident but are the result of leadership and military leaders—operators, logisticians, and technologists. This course examines the way that technology is injected into the military from research to application. Topics include the politics of acquisition and how the acquisition process can be streamlined to be more responsive to users. Students participate in several group case studies and write a short report on a special interest topic.

**EL 6436 International Organizations and
Peacekeeping Operations**

2 semester hours

NATO, spearheaded by USAF, stopped Serbian forces from ethnically cleansing 1.8 million Kosovo Albanians. Could international organizations (IO), such as NATO or the UN, have stopped the genocidal killing of 800,000 Rwandans in 1994? In this course, you will examine the role of IOs, particularly as guarantors of peace and security, and come to understand what they can and cannot do. US armed forces have acted often within the framework of IOs (within NATO in Kosovo and Bosnia and the UN in Macedonia and Haiti), or with the endorsement of IOs (the

UN in Operation Desert Storm). Thus, a strategic military thinker must be cognizant of IOs and their functions. The course starts with the UN and recent cases of peacekeeping. It moves to regional organizations, including NATO and the European Union. Finally, we deal with international nongovernmental organizations (NGO) and their role in the prevention and resolution of conflict and relations with military peacekeepers.

EL 6444 Russian/Soviet Military History **2 semester hours**

This course focuses on the development of the Russian/Soviet military establishment within the overall context of nineteenth and twentieth century political, economic, and international history. The course analyzes the patterns of change and continuity in the organization, leadership, doctrine, and capabilities of the Russian/Soviet military establishment; the dynamics of civil-military relations in Russia and the Soviet Union; and the evolution of the Russian/Soviet national security objectives, grand strategies, and military strategies. The emphasis is on the period since 1917.

EL 6447 Strategy and Technology **2 semester hours**

Enrollment in this course is by instructor permission. This seminar focuses broadly on readings and discussions of strategy, technology, and national policy. Designed to support research and publication on strategy, technology, and national policy, this seminar is supported by the Center for Strategy and Technology (CSAT) at AWC. The intent of this seminar is to fit between strategy and technology in national policy decisions. It employs a variety of methodologies in investigating strategy and technology: guest lecturers, field trips, individual study, research, and seminar discussions, all of which are designed to generate topics for further study. The primary deliverable is a research proposal to include a problem statement, research design, bibliography, and a draft paper.

**EL 6448 US Foreign Policy: Strategy, Execution,
and the Use of Force** **2 semester hours**

For the United States to achieve or protect its national interests, its foreign policy needs to be strategically sensitive to the nature of the international system and to the interests of other actors. Foreign policy inevitably focuses much of its attention on conflict. The decision to become involved in conflict and to use military force is the most important decision policymakers must make. But foreign policy also embodies relationships that are cooperative or nonviolently competitive. The course examines the assumptions, ideas, and perceptions that influenced various strategy and policy

choices from World War II to the present day, analyzes the consequences of these choices, and debates the pros and cons of the alternatives chosen. What attitudes, concepts, and principles will be most useful for US foreign policy in the years ahead?

EL 6449 Directed Energy: Transformation or Hype? (Classified, US Personnel) 2 semester hours

Since the demonstration of the Airborne Laser Laboratory in the early 1980s, Air Force technologists have been predicting that highly accurate, speed-of-light, dial-up-an-effect, weapons are “just around the corner.” More than 20 years later, the promise is still on the horizon. This course introduces students to the state-of-the-art in directed energy (DE) technology and covers such topics as high power microwaves, high-energy lasers, advanced beam control technologies, and DE effects. The course examines both the promise of DE weapons concepts from the aspect of their technological availability, sustainability, and added warfighting capability as well as their viability on the battlefield of the future.

EL 6453 Technology and the History of Warfare 2 semester hours

Since technological breakthroughs affect war fighting in both operational and doctrinal ways, understanding and coping with those effects is a daunting task and has often confounded warriors. This course examines, in an analytic framework, the approaches championed by I. B. Holley and Eugene Emme that have emerged from the study of these effects. Holley argues that every technological change affects either offense or defense and that an analysis of those effects can lead to a viable synthesis. Emme, however, argues that the multifaceted technology of the postindustrial age has befuddled the line between peace and war, thus making tasks of peacekeeping and war so difficult to discern that any synthesis is nearly impossible.

EL 6454 Technology in World War I 2 semester hours

World War I illustrates how weapons improvements overwhelmed military intellectual comprehension and seriously retarded doctrinal acceptance. We rely on Michael Howard and Martin van Creveld to invigorate our analyses into a viable synthesis. Howard described war as mass, firepower, and shock, and said we must determine which of those three was most affected by technology in World War I. Van Creveld described warfare as being composed of initiation, escalation, and termination. He said the effects of technology in World War I have to be analyzed in that light.

EL 6460 Civil-Military Relations:

Concepts & Issues

2 semester hours

This course examines the roots of the concept of the professional soldier and the relationship of professionalism to civil-military relations. The course begins by defining professionalism and examining the theoretical concepts that have shaped the military community's self-concept as professionals. The course examines the most important recent study of civilian control of the military and concludes with the ongoing debate on the relationship of the military to American society. At the end of the course students should be able to articulate their own understanding of the nature, values, and dangers of reliance upon traditional definitions and norms of professionalism.

EL 6472 Strategic Security Issues

2 semester hours

This elective is a policy-level course addressing a broad spectrum of related issues. Is traditional arms control dead? Is nuclear deterrence irrelevant? The course reexamines the nuclear threat in three phases: (1) a brief historical foundation—process of arriving at our current nuclear policy; (2) technologies of nuclear proliferation and programs the United States is undertaking to prevent it; and (3) future plans and how to achieve them. Discussions focus on current issues and challenges facing policy makers today: how low to go, how to pursue future reductions, the impact of policy decisions like national missile defense, and the implications of these issues on our strategy, force structure, and allies. Many of the guest discussion leaders currently participate in the US government decision process.

**EL 6476 Visual Media: Propaganda and
Strategic Image**

2 semester hours

This course will provide the students an overview of military image trends in American cinema and television from the early twentieth century to the present. Students will acquire a keen understanding of how image perceptions and realities influence public opinion, both for and against the military. They will learn how changes in political and social climates are reflected—or not reflected—by cinema and television and how those same reflections can foster changes in how the American military conducts itself. Finally, they will understand how cinema and television shape the public image of the US military and influence military strategy and doctrine.

EL 6481 European Security

2 semester hours

This course analyzes US security interests and policy in regard to Europe from the Atlantic to the Urals and how those are affected by political, economic, social, and military trends across the

Continent. Specific topics include: the role of European countries and institutions in the War on Terrorism, the evolution and enlargement of NATO, the enlargement and deepening of integration within the European Union, the impacts of a common currency and efforts to construct a European Security and Defense Policy, violence and intervention in the former Yugoslavia, and problems and potential for partnership with Russia.

EL 6482 The Future of UAVs

(Classified, US Personnel)

2 semester hours

They're popping up everywhere from the skies over Iraq and Afghanistan to the PowerPoint slides in the Pentagon—unmanned aerial vehicles (UAVs). This course examines many facets of the growing presence of UAVs in a way that should be relevant to all future defense leaders. Topics include history, current technology, future trends in the state-of-the-art, doctrinal issues, and implications for the use of force and international relations. Students participate in class discussions and a field trip and share a short briefing on a UAV topic of special interest with the class.

EL 6483 Leadership in World War I

2 semester hours

Few conflicts offer as much apparent leadership failure as does World War I. To analyze this failure from the biographies and autobiographies of the participants is most useful to the current senior leader. Because much rich material is available, we have limited our study to the most relevant pieces of work.

EL 6485 Terrorism

2 semester hours

Terrorism is one of the oldest of military tactics and forms of warfare, historical evidence dating it at least to 5000 B.C. The root word for terrorism appears in ancient Greek, Roman, and Sanskrit languages. In more modern times, however, terrorism has become the most frequent form of conflict. In only 30 years, for example, recall the carnage at the 1972 Munich Olympics; the 1983 Beirut truck bomb attack that killed 241 Americans; the 1988 bombing of Pan Am Flight 103 that killed 259 passengers; the 1993 New York World Trade Center bombing that had 1,000 casualties; the 1995 attack on the federal building in Oklahoma City that killed 168 people; the 1996 Saudi Khobar Towers that took the lives of 19 US airmen; the use of chemical weapons in a Tokyo subway that resulted in 12 deaths and 5,500 injured; the 1998 bombing of two US embassies in East Africa, which killed 214 people; the 2000 attack on the USS *Cole* which killed 17 US sailors; the September 2001 attacks on the World Trade Center and the Pentagon, which killed more than 5,000; and the subsequent Anthrax attacks via

the US postal system. This course will examine why terrorism has reerupted; the implications for political, economic, military, cultural, and religious institutions; the increasing lethality of terrorist acts; and the prospects for resort to nuclear, biological, radiological, and chemical weapons. Capabilities and limitations of governmental authorities will be addressed and also what the future may hold for deterring and countering terrorism.

EL 6488 Heritage of South Asia

2 semester hours

This course explores the political, military, economic, and socio-cultural heritage and transformation of the societies of South Asia, with special emphasis on developments in the twentieth century. The course begins with an assessment of the medieval and early modern periods that culminates with an analysis of the eighteenth and nineteenth century struggles among the European powers for dominance enroute to and within South Asia against the context of the declining indigenous powers. It then examines the twentieth century efforts of the European powers to preserve their positions of political and economic dominance within South Asia and adjacent areas against the rising indigenous struggle for independence from the Europeans. The course concludes by highlighting the roots of contemporary conflicts among the powers in the region.

EL 6489 The Legacy of Pacific Asia

2 semester hours

This course examines national security policies of East Asian nations in the context of their history, culture, and present-day international and regional relationships. Given these perspectives, future policy players should be able to better determine the appropriate US defense policies for individual nations and the region as a whole. The emphasis is on political and economic events in China, Japan, Korea, Indonesia, and Vietnam and current Chinese, Japanese, and Korean military capabilities. The survey text *Pacific Century* is used to set the historical context and organizational framework for the course.

EL 6490 US Grand Strategy:

Alternatives for the 21st Century

2 semester hours

This course provides a solid grounding in the nature of the arguments that underlie the current policy debates on US grand strategy. In the past decade a series of important books have presented rival views of the nature of a post–Cold War world of the twenty-first century and the grand strategies appropriate for this new strategic environment. The course is divided into seven topical blocks, and students are required to read one of the two

books discussed in each block. All students are expected to read Robert Kagan's *Of Paradise and Power* and to draft guidance for preparation of the next US National Security Strategy.

EL 6492 The American Military Tradition 2 semester hours

This course examines the American “way of war” from the beginnings of the republic to the present-day.

AY04 Warfighting Electives

EL 6510 Warrior Cultures 2 semester hours

This elective will address the issues relating to societies in which violence appears to be endemic. Using examples from such diverse environments as El Salvador, Jamaica, Yemen, East Africa, and West Africa, we will study how groups such as the cattle raiders of Karimojong and the “gangsta warriors” of Liberia and Sierra Leone turn into chronically violent entities. We will also analyze the impact that weaponization had upon these groups, with particular emphasis on how light weapons proliferation helped to encourage the creation of “Kalashnikov cultures.”

EL 6513 Air Mobility 2 semester hours

This elective provides students a better understanding of the current and evolving capabilities of air mobility and the critical role it plays and will continue to play during peace, war, and operations other than war. During the course, class members will draw from historical references, student presentations, classroom discussion, and guest speakers to gain a better understanding of how mobility resources and capabilities evolved, future directions in air mobility, and the resultant impact on our current and future national security and military strategies.

EL 6516 History of Joint Warfare 2 semester hours

The employment of joint warfare has been a challenge to US armed forces throughout the military history of this country. This course examines historical examples of joint operations in an effort to provide an understanding of the advantages and disadvantages of employing more than one service in a military operation. An evaluation of joint operations conducted throughout the military history of this country will be used as the method of inquiry.

EL 6517 Command & Control of Aerospace Power:

Warfighter's Perspective

(Classified, US Personnel)

2 semester hours

Enrollment in this course is by instructor permission. This is an advanced course specifically targeted towards those who may be given the opportunity to command in an air operations center (AOC), its sister-service equivalent, or to integrate their units' efforts in the application of aerospace power. Its content will, by its nature, complement the JCLASS electives. Initially, the student will be challenged with analyzing the requirements for the proper development of future aerospace leaders. The bulk of the course will then analyze and synthesize the critical elements in the command and control of aerospace power, planning, execution, assessment, and identification as well as surmounting obstacles while preparing for future challenges. The course will include a field trip to observe either a Blue Flag or Fleetex, or both, from the perspective of the command and control of aerospace power. A blue ribbon panel of retired general officers whose expertise is in command and control and the application of aerospace power will mentor students in this course. Nominations of students for this elective will be taken from the seminar directors.

EL 6518 Command and Control of Air and Space Power

in Joint and Coalition Operations

2 semester hours

This course is designed as a base-level introduction of past, current, and future issues concerning the JFACC. It is specifically intended for operators who may be assigned to a JFACC or Joint Air Operations Center (JAOC) staff. This course addresses the roles, operations, command relationships, and responsibilities of the JFACC in support of a joint force commander (JFC). It is not intended for experienced JFACC or JAOC staff officers. A blue ribbon panel of retired general officers whose expertise is in command and control and the application of aerospace power will mentor students in this course. Nominations of students for this elective will be taken from the seminar directors.

EL 6519 JCLASS-I (Classified, US Personnel)

EL 6520 JCLASS-II (Classified, US Personnel)

2 semester hours

JCLASS is a wargame that focuses on the strategic and operational levels. Selected students play the wargame from all of the Senior Service Schools (SSS). AWC plays as the JFACC. In JCLASS-I students develop options in response to multiple regional crises and prepare air campaign plans (in coordination with the other SSSs) to support regional combatant commander objectives in the event of a major theater war. JCLASS-II is a six-day war-fighting

exercise that brings the SSS students together here at Maxwell and allows them to execute their plans in a dynamic environment at the AFWI. JCLASS-I consists of 30 contact hours over 15 instructional periods. JCLASS-II involves 30 hours during the six-day exercise. Enrollment in this course is through seminar director or service chairs only.

EL 6523 America's Army

2 semester hours

This course is specifically designed for non-Army students who want to gain greater understanding about the Army. The Army is thoroughly explored, with a strong emphasis on how history and heritage influence current force and doctrine. Students will gain a comprehensive awareness of Army culture and develop an appreciation for what the Army can provide to a regional combatant commander or joint task force commander. This course will build a solid foundation of knowledge about the Army, including the US Army's force structure and capabilities, doctrine, terminologies, and idiosyncrasies. Students will analyze and evaluate Army doctrine relative to their own service and the joint community. The goal is to ensure students understand what it looks, feels, and smells like to be a soldier. Class culminates with a three-day practical exercise (MAPEX) to validate course classroom instruction.

EL 6524 Space Fundamentals

(Classified, US Personnel)

2 semester hours

This course focuses on the elements of space power, military applications of space systems, distribution of space-based information, and availability of commercial systems. It is primarily oriented toward current systems and those that will be available in the next few years. This course is intended for US students with little or no space background. Background information on space characteristics; limits imposed on use of space; and space organizations, missions, and functions will be provided in readings and in the first few lessons. The remaining lessons will focus on specific types of space systems and how they contribute to war fighting. Each lesson comprises a briefing and a discussion, with guest speakers supplementing the faculty. Students lacking a practical background in space operations should take this course before attempting the Term 2 Command and Control of Spacepower elective.

EL 6529 Special Operations—Then & Now

(Classified, US Personnel)

2 semester hours

This course provides an understanding of the organization, capabilities, and missions of US Special Operations Forces (SOF) with

particular focus on their support to the combatant commanders. It will provide an awareness of the roles of the Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict and the Joint Staff J-3 Special Operations Division (J-3 SOD). The course analyzes the integration of joint SOF capabilities with conventional forces and takes a brief look at SOF equipment, training, and support. Considerations for mission employment and insights into civil affairs and psychological operations will also be covered.

EL 6530 Chemical and Biological Warfare **2 semester hours**
Issues for the USAF (Classified, US Personnel)

This course examines chemical and biological warfare issues and addresses challenges posed by adversaries employing chemical and biological weapons to the successful execution of USAF roles and missions. The course analyzes threats posed by state and terrorist actions and alternative USAF responses to each in various scenarios.

EL 6532 World Space Issues (IOs Only) **2 semester hours**

As a result of Operation Desert Storm, the importance of space force to the war fighters has grown significantly. To ensure the continued success of space forces, the United States must continue to educate our future leaders as well as those international officers who will lead the coalition forces in future conflicts. The main theme of this course will be to examine the basics of space operations: policies, law, and doctrine—and the capabilities and limitations of current space forces. Existing issues associated with the use of space forces will be identified throughout the course.

EL 6533 International Rivals: Leaders & Strategic
Cultures in Potential Adversary States **2 semester hours**
(Classified, US Personnel)

This course will look at the leaders and strategic cultures of countries and groups of concern to US national security. Addressed will be the political-psychological profiles of the leaders of Iran, Iraq, Libya, Syria, China, Russia, North Korea, and various terrorist or revolutionary organizations like the PKK, Islamic Jihad, Hezbollah, and Osama bin Laden's organization. Who are these leaders and what formed their worldview? What values and ideas do they espouse and how can they be influenced? Who in their regime or group makes what kinds of national security decisions and why? How can they be deterred from war or escalation? What is their military doctrine and what are their military capabilities? How have they used force in the past and what is their relationship

to other states in their region and to the United States? What are the internal power divisions within their country, group, or region?

EL 6534 Intelligence Operations

(Classified, US Personnel)

2 semester hours

JV 2020 calls for decision superiority—making and implementing better decisions faster than the adversary can react. Decision superiority is only achieved through the full integration of intelligence, surveillance, and reconnaissance (ISR) operations into the military campaign. This course addresses ISR as a weapon system for strategic and operational campaign planning and execution: the intelligence mission, organization, activities, and processes; how ISR operations are integrated into aerospace operations; capabilities and limitations of the seven intelligence disciplines; and challenges of meeting the increasing information needs of military commanders, planners, and operators.

EL 6537 Navy and Marine Corps

Expeditionary Forces

2 semester hours

This course is designed to provide students a comprehensive introduction into Naval Expeditionary Warfare. It will cover current Navy and Marine Corps strategy and doctrine, emphasizing Navy/Marine Corps force planning, forces and capabilities, and military operations. Students will be given comprehensive briefings on US Navy and Marine Corps operations in support of joint strategy, will participate in panel discussions and case studies, and will travel on field trips for hands-on reinforcement of lessons.

EL 6545 Securing the Peace

2 semester hours

This elective examines national security through the lens of domestic policy, both at home and abroad. The underlying premise is that the long-term health and perhaps even survival of the U.S. (or any nation) may depend upon how it resolves its internal problems. Commanders in “nation building” circumstances would be well served to understand these issues, and the range of options (i.e., policy choices, national resources, NGOs, etc.) that are available as they set out to achieve post-hostility stability. The course evaluates American public policy choices in the areas of health care, education, criminal justice, and social welfare and then extrapolates this evaluation to the arena of failed-failing states. Rather than suggesting that US approaches are exportable or preferred, this methodology is employed to provide students the advantage of proximity and familiarity.

EL 6546 Future Total Force Issues **2 semester hours**

From the initial vantage point of a historical review of the ANG and AFRES, students will engage the compelling issues affecting the Total Force today and through the next decade. This is not a course on the rudiments of the Air Reserve components; rather it is a forum for debating strategic issues facing aerospace leaders as the twenty-first century closes in on the Total Forces. Some suggest that we will transition to a militia nation once again. Do you agree? Just exactly what is the right force mix for the active and reserve components? The course will include a sprinkling of outside speakers, two field visits, video teleconferences, with the top leaders of the Air Reserve components, and more. Strategic leaders of tomorrow will influence the makeup of the Total Forces of the next millennium. The course will give you the opportunity to establish multidimensional views on the issues at hand and pave the way for you to influence the Total Force beyond 2004.

EL 6547 Logistics of Waging War: Issues and Answers **2 semester hours**

Air and space power is based on high technology weapons and support systems developed and sustained by an industrial base. Today acquisitions and logistics products and services command approximately 70 percent of the annual Air Force Total Obligation Authority (TOA). Consequently, considerable attention is focused on making these processes as efficient as possible to secure adequate funding for force modernization. For future leaders this course creates an awareness of the logistics issues that impact military power. It examines the political, socio-economic, and military dimensions of acquisition and logistics processes from a strategic, macro perspective.

EL 6548 Homeland Security Issues **2 semester hours**

The purpose of this course is to look at the threats to the United States homeland and the actors, organizational structures, plans, policies, programs, and resources required to defend the country against such threats. We are now in an era when mass casualty weapons make it possible for single individuals or small groups to inflict the kind of damage on societies that were within the capabilities of countries and governments. So, homeland security or homeland defense is necessary against the terrorist armed with mass casualty capabilities.

EL 6553 Information Age Warfare **2 semester hours**

This course examines a broad range of information age warfare issues and their implications for military operations. It begins by analyzing the impact of the Internet on national security and the

conduct of warfare in the information age. The emphasis is on network-centric warfare and effects-based operations. The course concludes by looking at information warfare from the PRC's perspective. This course is unclassified and open to all students.

EL 6554 Command and Control of Spacepower

(Classified TS/SCI, US Personnel)

2 semester hours

This course gives selected students an opportunity to analyze issues confronting the employment of spacepower. It also provides a forum to explore and synthesize how space capabilities and space command and control decision support tools are integrated into campaign planning and execution. Students should increase their understanding of the roles, operations, command relationships, and responsibilities of a senior space leader assigned to a joint air operation. For students without space experience, Space Fundamentals in Term 1 is a prerequisite for this course.

EL 6555 Medical Support for the AEF

2 semester hours

This elective examines medical readiness and Expeditionary Medical Support (EMEDS) for today's expeditionary military missions. In the last decade medical service doctrine has been completely revised and medical assets have been modularized to be deployable in small packages while retaining their surgical capabilities. Air Force medics have participated in multiple humanitarian relief operations. Medics are integral in preparation for and response to biological and chemical attacks, both for warfighting and homeland security. These topics and other aspects of medical support will be covered in depth in this course.

EL 6556 Service Culture and Its Implications

2 semester hours

Is there such a thing as service culture? How about a military mind? This course argues "yes"—emphatically—to all. In fact, how organizations indoctrinate/acclurate/subsume their members and how these members then apply their culturally driven perspectives to problems can be vitally important. It is even more acute for the military because lives literally hang in the balance. The last half of the twentieth century saw the emergence of a rich literature on the study of organizational cultures and processes. This course uses some of the more seminal and provocative works of the recent past to give students a deeper analytical quiver when they return to the real world.

EL 6557 Airpower in the Post-Gulf War Era

2 semester hours

The allied coalition's lopsided victory over Iraq in 1991 led many observers to declare that the Persian Gulf War heralded a new form of air-centric, high technology warfare. Since 1991 the US has

waged several major air campaigns under physical and political conditions vastly different from those of the 1991 Gulf War. As the 1990s progressed, American airpower acquired a certain “mystique” as a military tool capable of successfully coercing America’s foes with little or no participation from US ground forces, resulting in minimal casualties and collateral damage. Sufficient evidence now exists to evaluate the efficacy of airpower as an instrument of coercion in a casualty-averse environment. This course examines the performance of American airpower in the post-Gulf War era in the context of current technological and political parameters.

Additional Core Courses and Programs

EL 6100 Professional Studies Paper

3 semester hours

Completion of the Professional Studies Paper (PSP) is a requirement for all AWC students. Students may choose to research and write on a topic of their own interest or they may select a topic from the lists of research interests provided by major commands and other military and civilian organizations. The PSP should be around 25 pages long. With the author’s permission, Air University places some papers on the Internet via the AU Web site and provides copies to the Defense Technical Information Center and the Air University and Air Force Academy libraries. The PSP has the following objectives:

1. To provide students the opportunity to conduct research on a topic of their choice,
2. To assist students to conduct thoughtful, logical, and critical research and analysis,
3. To share the results of student research, writing, and analysis with key decision makers, and
4. To assist students, if they desire, in submitting papers for publication in Air Force, sister service, and other professional journals and periodicals.

EL 6110 Professional Studies Paper CSAT

3 semester hours

This course, a follow-on to EL 6447 Strategy and Technology, designates the research paper completed by students selected for that course in Term 1. It is essentially a research seminar devoted to the research, writing, and defense of the student papers begun in EL 6447. Individual TDYs may be arranged as part of a student’s research. Some papers will be published by CSAT, while others will be published in other venues.

WG 6550 Solo Challenge

AWC diploma credit

The culminating event of the year is an eight-day wargame in which students are expected to synthesize and apply the knowledge gained during the academic year in a complex global scenario. Students are confronted with international and US homeland security challenges which must be dealt with through diplomatic, economic and the full range of military operations from humanitarian to full scale war. Scenarios and issues are drawn from Global Engagement and other service Title X wargames. Students play the roles of key decision makers on the National Security Council, the Joint Staff, and regional Combatant Commanders. The game is directed and adjudicated by AWC faculty members and supported by the Air Force Wargaming Institute. Student participation is graded pass/fail.

NSF 6250 National Security Forum

AWC diploma credit

The National Security Forum (NSF) is an event sponsored by the Secretary of the Air Force and hosted by AWC during the week before graduation. It is the capstone event of AWC's academic year. NSF brings together approximately 130 civilian leaders with diverse backgrounds from locations around the United States to join with the AWC class.

The primary objective of the NSF is a frank and candid exchange of views on national security matters among our invited guests, AWC students, and senior military and civilian leaders. The week is devoted to exploring the many issues that affect the current and future security of our country, focusing heavily on the role of aerospace power as an instrument of national security. The forum's distinguished speakers, seminars, and social functions serve to broaden and solidify the participants' understanding of air and space power and national security issues.

RS 8600 Regional Studies

3 semester hours

The Air War College Regional Studies (RS) program is an integral part of the curriculum that prepares senior leaders to apply their knowledge at the strategic and operational levels anywhere in the world in support of US national security policy. To meet the challenges of the Air and Space Expeditionary Force, the Regional Studies Course provides each US student the opportunity to evaluate an area of the world where a unified combatant commander must implement the national military strategy in support of US security policy. Understanding this implementation process requires an appreciation of the complex international environment in which it takes place and familiarity with the nations affected by US policies.

The Regional Studies Course provides the opportunity for US students to gain unique perspectives by studying and visiting one of 14 groups of countries in different regions of the world. During the third term, each student completes 30 classroom hours of focused academic preparation and begins work on a research paper dealing with security in the region. The research paper is completed following about a two-week field study trip to that region. The field study portion allows students to discuss security policy issues with senior political, military, and academic leaders in other nations. Logistic and administrative preparation and travel planning for the field study seminars is accomplished throughout the academic year. A post-trip seminar provides a cross talk and the opportunity to wrap up the course. At the end of the course, students prepare a detailed analytical trip report and continuity book.

RS 4650 International Officer Field Studies AWC diploma credit

This course is structured to enhance the educational and cultural experience of IOs, and to support Department of Defense Informational Program (DODIP) objectives for international military students by assisting AWC international officers in gaining a balanced understanding of US society, institutions, and goals. The course builds on the AWC curriculum by exposing IOs to US military operations, training, organization, equipment, and facilities during five major field studies trips. Trip duration is typically four to 12 days. The Field Studies Program introduces IOs to leadership and management techniques and concepts used in military, government, and industrial environments. It provides the opportunity for IOs to interact with senior-level commanders, managers, and executives within and outside the government.

Commandant's Lecture Series AWC diploma credit

The Commandant and Dean of Academic Affairs invite approximately 25 distinguished speakers to address the class throughout the academic year. Speakers are drawn from the highest levels of the US and foreign governments, military services, members of the press, non-governmental organizations, and industry leaders. They are also selected based on their stature (former POWs, Medal of Honor recipients) or for their expertise on a fast breaking issue. The speakers integrate leadership themes or issues with which senior leaders should be familiar. Student preparation is limited to critical listening, questioning the speaker and applying lessons learned in seminar discussions. The Department of Leadership and Ethics administers this program.

Executive Wellness Program

AWC diploma credit

The Air War College Executive Wellness Center (EWC) offers an extensive health and fitness program designed to educate and assist AWC students, faculty, staff, and their families in making healthy life-style choices to enhance personal performance, longevity, and quality of life.

The key objective of the EWC is to instill an awareness for health promotion and disease prevention resulting in improved military readiness and personal health through an integrated, coordinated, and comprehensive program involving health assessment, nutritional guidance, physical activities, and educational programs.

Spouses Program

The AWC Spouses Program is an inclusive term for numerous activities that provide opportunities for spouse participation throughout the resident program academic year. To the greatest extent possible, spouses are included in the academic program at AWC, other programs at AU, and programs provided through the base chapel and the Family Support Center.

Opportunities to participate in the AWC academic program include orientation, academic lectures, and core elective studies (on a space-available basis). Also, a special health and fitness assessment program is offered for spouses—spouses can participate along with the class members to obtain a psychological and physiological health assessment. The goal of the program is to increase personal awareness, provide motivation to make necessary changes in personal lifestyle, and enhance quality of life. Numerous presentations on a wide variety of topics are offered through the base chaplain's office and at the Family Support Center. AWC spouses are invited and encouraged to attend.

Nonresident Programs

The Air War College Nonresident Program combines our resident program's core curriculum with selected electives and a research paper to create a professional military experience for those senior officers and civilians unable to attend AWC in residence. The mission, objectives, and philosophy of the resident program apply equally to the nonresident program.

The nonresident program can be completed in various ways. Students may complete their requirements in a seminar study group, as independent learners, or some combination of these two. Examinations and writing requirements, as well as course materials, are identical

regardless of the completion method. Students may transfer from one study mode to the other.

Seminar study groups are comprised of eight to 20 students who meet weekly beginning in August of each year through June of the following year, completing the course in approximately 10 months. About 900 students participate in a seminar study group at one of 50 locations worldwide.

Independent study is an excellent alternative for those students either not near a seminar study group, or who desire a great deal of flexibility due to a heavy TDY or work schedule. Eighty percent of AWC nonresident students are independent learners. The average student completes this self-paced program in 18 months.

For enrollment information, contact your base education services officer or visit our Web site at <http://www.au.af.mil/au/awc/awc-ns.htm>. Inquiries may be addressed to AWC Nonresident Studies Directorate, 325 Chennault Circle, Maxwell AFB, AL 36112-6427; commercial phone number (334) 953-6093 or DSN 493-6093.

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